

---

**Proceeding Medan International Conference Economics and Business**

---

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

**Implementation of Private School Leadership in Efforts to Increase Work Motivation and Public Trust at SMK****Deliwarni br. Pasaribu<sup>1\*</sup>, Indra Prasetia<sup>2</sup>**<sup>1</sup>Postgraduate Program Student, Universitas Muhammadiyah Sumatera Utara  
Jl. Kapten Mukhtar Basri No. 3 Medan, Indonesia<sup>2</sup>Magister of Higher Education, Universitas Muhammadiyah Sumatera Utara**\*Email:** [deliwarni21@gmail.com](mailto:deliwarni21@gmail.com)**ABSTRACT**

Education is the main factor in the formation of the human person. Education plays a very important role in shaping the good or bad of the human person according to normative standards. The school as an organization contains elements that both individually and in groups carry out cooperative relationships to achieve goals. The elements in question are none other than human resources consisting of school principals, teachers, staff, students or students, and parents of students. In this case, the principal is a leader who is given the task of the school, the principal is responsible for achieving school goals. Principals are expected to be leaders and innovators in schools. Therefore, the leadership quality of the principal is significant for the success of the school. The professional ability of the school principal as an educational leader is to be responsible for creating a conducive teaching and learning situation so that teachers are motivated to carry out learning well and students can study in peace so that the quality of school education can be trusted by the public, in this case, parents and society. Besides that, the principal is required to be able to work closely with his subordinates, in this case, the teacher. The principal is the manager of education in the school as a whole, and the principal is the formal leader of education in his school. In an educational environment at school, the principal is fully responsible for managing and empowering teachers to continue to improve their work abilities.

**Keywords:** Principal leadership, work motivation, public trust

---

## Proceeding Medan International Conference Economics and Business

---

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

### INTRODUCTION

Education is the main factor in the formation of the human person. Education plays a very important role in shaping the good or bad of the human person according to normative standards. The school as an organization contains elements that both individually and in groups carry out cooperative relationships to achieve goals. The elements in question are none other than human resources consisting of school principals, teachers, staff, students or students, and parents of students.

In this case, the principal is a leader who is given the task of the school, the principal is responsible for achieving school goals. Principals are expected to be leaders and innovators in schools. Therefore, the leadership quality of the principal is significant for the success of the school.

The professional ability of the school principal as an educational leader is to be responsible for creating a conducive teaching and learning situation so that teachers are motivated to carry out learning well and students can study in peace so that the quality of school education can be trusted by the public, in this case, parents. and society. Besides that, the principal is required to be able to work closely with his subordinates, in this case, the teacher.

The principal is the manager of education in the school as a whole, and the principal is the formal leader of education in his school. In an educational environment at school, the principal is fully responsible for managing and empowering teachers to continue to improve their work abilities.

The success of a school essentially lies in the efficiency and effectiveness of the performance of a school principal. Therefore, the study of the notion of leadership (including in the field of education) contains at least two keywords, namely (a) leadership is the science/art of influencing and moving people to achieve the desired goals, and (b) to influence and move a person Leaders must have the following characteristics: respect for differences, respect for differences, and efforts to improve quality and productivity in any field, inseparable from the management system developed so that the leadership factor plays an important and decisive role. A healthy and open relationship climate in an organizational environment requires harmonious relationships between members of the organization. One of the involvement of subordinates in the dynamics of the organization is participation in the decision-making process based on the authority given to them by the leadership.

From several definitions of leadership, it can be formulated that leadership is the ability and readiness of a person to influence, guide, direct, and move other people to want to do something with a sense of responsibility to achieve goals that have been set together. To achieve the goals set, one leader and group depend on another leader and group. A person cannot be a leader if he is separated from his group. Leadership is a characteristic of group activity, each person as a member of a group can contribute his thoughts to the success of the group.

### METHOD

This research is a literature study with a qualitative approach. The data source for this research is written documents in the form of books and journals related to leadership. While research data on the leadership of school principals to increase work motivation and public trust. After the data was collected, the data were analyzed descriptively to describe the implementation of the principal's leadership to increase work motivation and public trust at SMK Negeri 2 Binjai. The data analysis technique used is the data analysis technique

**Proceeding Medan International Conference Economics and Business**

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

model proposed by Miles and Huberman (1992). Miles and Huberman (1992) state that activities in qualitative data analysis include: (a) data collection, (b) data reduction, (c) data presentation, and (d) drawing conclusions and verification.

**RESULT AND DISCUSSION**

**Research Result : Leadership in SMK**

The position of leader is special because the leader of any organization is required to have various advantages regarding knowledge, behavior, attitudes, and skills compared to other people. In general, a person has certain strengths, but on the other hand, they also have certain weaknesses.

The ideal leader figure is highly desired by society, because a leader is the best example in all words, deeds, and habits, including in terms of dress.

According to principals, the main characteristics of leadership are (1) strong will; (2) extroversion; (3) power need; and (4) achievement need. Besides that (1) intelegensia); (2) social maturity); (3) inner motivation; (4) human relationoriented attitude, and (5.) social readth.

At SMK, in general, the quality and competence of school principals can be assessed from their performance in actualizing their functions and roles as school principals, as shown Table 1:

**Table 1.** Competence and performace Principal’s at SMK

Aspect	Characteristics
As an Educator (educator)	a) The ability to guide the teacher in carrying out the task b) Able to provide an effective learning alternative c) The ability to guide a variety of student activities
As Manager	a) Ability to arrange personal organization with standard job descriptions b) The ability to mobilize its staff and all available resources and further provide a dynamic reference in routine and temporary activities c) The ability to arrange programs systematically
As Administrator	a) The ability to develop educational supervision programs in their institutions that can carry them out properly b) The ability to utilize the results of supervision to improve the performance of teachers and employees c) The ability to utilize the performance of teachers or employees for the development and improvement of educational quality.
As a Leader	a) Have a strong personality b) Understand all personnel who have different conditions, as well as the conditions of students who are different from the others c) Have efforts to improve the welfare of teachers and their employees
As an Innovator	a) Having new (proactive) ideas for madrasah innovation and development, choosing those that are relevant to the needs of the institution b) The ability to implement new ideas well c) The ability to organize the work environment so that it is more conducive

One form of leadership in educational institutions is the principal. The principle is one of the components of education that plays the most role in determining the success of an educational institution. Is explained that the principal is a leader in an educational institution. Without the presence of the school principal, the educational process, including learning, will not run effectively. The school principal is a leader whose presence can be directly elected, set by a foundation, or set by the government. Because he is the leader of his institution, The failure and success of schools is largely determined by the principal because

---

## Proceeding Medan International Conference Economics and Business

---

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

they are the controller and determine the direction the school wants to take toward its goal of an effective, quality, and favorite school cannot be separated from the role of the principal. So he must be able to bring his institution towards achieving the goals that have been set, he must be able to see changes and be able to see the future in a better global life. The school principal must be responsible for the smooth running and success of all school regulatory and management affairs formally to his superiors or informally to the people who have entrusted their students.

The quality and competency of school principals in general refers to at least four main points, namely: (1) leadership traits and skills; (2) problem-solving ability; (3) social skills; and (4) professional knowledge and competence.

### **Research Result : Motivation**

Motivation comes from the word *movere* which means encouragement in the English term called motivation. Motivation can be defined as an effort to generate motivational encouragement in individuals or groups to act. This motivation is only given to humans, especially to subordinates or followers. Another opinion says that motivation is the will or urge to do something to meet the needs felt. Motivation can also be interpreted as a process that causes a person's behavior to be passionate, directed, and not easily discouraged.

Based on several definitions put forward by these leadership experts, it can be underlined that leadership is a process of moving, influencing, and guiding others to achieve organizational goals. There are four elements contained in the notion of leadership, namely the element of the person who mobilizes who is known as the leader, the element of the person who is mobilized is called a group or member, the element of the situation where the mobilization activity takes place is known as the organization, and the element of the target of the activity carried out.

Motivation questions how to encourage subordinates' work enthusiasm, so that they want to work hard by giving all their abilities and skills to realize company goals. If you compare it to a company, it not only expects capable, capable, and skilled employees, but most importantly they want to work hard and want to achieve optimal work results. The abilities, skills, and skills of employees mean nothing to a company if they do not want to work hard by using all the abilities, skills, and skills they have. Motivation is very important because with this motivation it is hoped that each employee will work hard and enthusiastically to achieve high work productivity.

According to teachers' motivation is an individual condition that gives birth to strength, enthusiasm, and dynamics and directs behavior toward goals. Based on this understanding, motivation is a term used to refer to several drives, desires, needs, and strengths. So, when we say that managers are motivating workers, we mean that they are doing something to satisfy the motives, needs, and wants of workers so that they do what managers aim and want. Based on the definition above, it can be understood that motivation contains a party's stimulation to an individual, so that he does something that is the goal of the other party, and in turn can also realize the individual's desires.

### **Trust Result**

Trust is the trust of a certain party to another in conducting transactional relations based on a belief that the person he trusts will fulfill all his obligations properly as expected. School as an educational institution plays a major role in meeting the demands of the times. Schools are the foundation of society's hopes, as institutions for producing intelligent, skilled, independent, cultured, and character human beings. There is great hope and public trust in an institution called a school. It is a great responsibility of the school to be able to

---

## Proceeding Medan International Conference Economics and Business

---

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

play a role in realizing the demands of the community. The community will place great trust in schools that can answer these demands and expectations.

Community trust in schools can be built with various efforts, including by presenting and developing popular superior programs, which can provide added value and are directly related to the basic needs of the community. Moreover, current education policies provide flexibility and autonomy to each school, both public and private schools, to improve quality or quality in their way and program.

Parents' trust in schools is needed to maintain the existence and sustainability of a school in an era of competition. Today the competition between schools or providers of educational services is increasingly attractive. Marketing for educational institutions is necessary. Therefore, an education services marketing strategy is needed to win the competition between schools and to accelerate the improvement of school quality and professionalism.

The term leadership is not a new term for society. In general, leadership is a human activity in life. Etymologically, leadership in the Big Indonesian Dictionary comes from the basic word "lead" which if it gets the prefix "me" becomes "mislead" which means to guide, show the way, and guide some of the definitions put forward by leadership experts. Many experts put forward the notion of leadership. Sulasmi (2021) suggests that leadership is a conscious effort made by leaders to influence their members to carry out tasks according to their expectations. On the other hand, Newell (1999) suggests that leadership is a process of influencing others to achieve development or organizational goals. Both of these opinions are in Stogdil's opinion which suggests that leadership is a process of influencing group activities to achieve organizational goals (Prasetia, 2023).

A school is a form of educational organization. The principal is the educational leader in the school. If the notion of leadership is applied in educational organizations, educational leadership can be interpreted as an attempt to move people in educational organizations to achieve educational goals. This is the opinion of Nawawi (2010) who argues that educational leadership is a process of influencing, mobilizing, motivating, and directing people in educational organizations to achieve educational goals.

In educational organizations, the leader of education is the principal. As an educational leader, the principal has several quite heavy duties and responsibilities. To be able to carry out its functions optimally, the principal needs to apply the right leadership style.

The main leadership role of the school principal is evident in the statements put forward by leadership experts. Knezevich quoted by Indrafachrudi (2010) suggests that leadership is the main source of energy for achieving organizational goals. On the other hand, Owens (1991) also emphasized that leadership quality is the main means of achieving organizational goals. For this reason, for the principal to be able to carry out his duties effectively, he absolutely must be able to apply good leadership.

There are many theories of leadership styles that school principals can apply. When examined from the development of theory, many theories of leadership can be studied to examine leadership issues. The theory of leadership that was first developed was the trait theory. The trait theory views leadership effectiveness as starting from the traits or character possessed by a person. The success of leadership is largely determined by certain personality traits, such as self-esteem, initiative, intelligence, language fluency, and creativity including the physical characteristics that a person has. Leaders are said to be effective if they have

---

## Proceeding Medan International Conference Economics and Business

---

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

good personality traits. Conversely, a leader is said to be ineffective if he does not show good personality traits.

Research on leadership based on this trait theory has been widely carried out. Stogdil distinguishes three characteristics that indicate an effective leader, namely (1) personality, (2) abilities, and (3) social skills (Feldmon & Arnold, 2010). In subsequent developments, Bass and Stogdil classified it into two, namely traits that include assertive, collaborative, influential, self-confident, energetic, and responsible characters, and skills which include clever, creative, fluent speaking, conceptual ability, and social skills. From a number of these traits, it is further classified into five major dimensions, namely surgency, agreeableness, conscientiousness, emotional stability, and intelligence (Lunenburg & Ornstein, 2000).

Based on several study results, it was found that the trait theory is limited, namely that it places too much emphasis on the personal character of the leader. The success of leadership is not solely determined by personal character, but much is determined by what the leader does. Leadership effectiveness depends a lot on the behavior that leaders adopt in organizational situations. For this reason, theories emerged that departed from the behavioral approach known as behavior theory.

### CONCLUSION

The leadership factor is very necessary for supporting the process of improving the quality of education because the style or behavioral characteristics shown by the leader will be able to influence and move individuals or groups in the organization they lead. The leadership style in managing schools that is currently being implemented is not coercive but uses a commitment approach based on togetherness. The characteristics of leadership behavior that can encourage an effective school sustainability process include having a vision, self-confidence, being able to communicate ideas, being exemplary, having ideals, inspiration, the ability to influence, and being able to appreciate differences to be turned into a shared strength. Principals-teachers staff employees build togetherness to realize the quality of education that is their responsibility. Efforts that should be made by the Principal through his leadership are empowering the potential of teachers in the learning process, having a clear time agenda in completing assignments, establishing strong interpersonal relationships, being fair, effective, efficient, responsible, and accountable, and working through the management team which involves all components of the school, so that the teacher's work motivation will increase, be enthusiastic and always make a good contribution to the development of education at SMK Negeri 2 Binjai. Meanwhile, the government's efforts to optimize the performance of school principals' leadership can be carried out through the establishment of a school management laboratory, recruitment of school principals who are free from KKN, and a school principal's career development system that provides opportunities to develop openly at the local, regional and national levels.

From the leadership of the school principal, it will develop the human resources of the students in various positive activities that carry the name of the school, so that the public (students' parents) will believe in sending their children to SMK Negeri 2 Binjai.

---

**Proceeding Medan International Conference Economics and Business**

---

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

**REFERENCES**

- Ekosiswoyo, R. (2003). Pengaruh Pemberdayaan, Kepemimpinan, dan Motivasi Kerja terhadap Kinerja Guru Sekolah Menengah Kejuruan di Jawa Tengah. Disertasi tidak diterbitkan. Bandung: PPS UPI Bandung.
- Fleet, D.D.V. (1988). Management. New York: Houghton Mifflin Company. Garis Besar Haluan Negara Tahun 1999-2004.
- Gaustad, J. (1992). School Discipline. Digest, 2, 1992: 12-21.
- Hasibuan, Malayu S.P. (1997). Motivation and Organizational. Jakarta: Bumi Aksara.
- Kardoyo. (2005). Pengaruh Kepemimpinan Kepala Sekolah, Pembiayaan Pendidikan, Peran Komite Sekolah, terhadap Kinerja Sekolah. Disertasi tidak diterbitkan. Bandung: PPS UPI Bandung.
- Lazarus, S. (1984). Kepala Sekolah dan Tanggung Jawabnya. Salatiga: Yayasan Kanisius.
- Miles, M.B. and Huberman, M.A. (1992). Analisis Data Kualitatif: Buku Sumber tentang Metode-metode Terbaru (Tjetjep Rohendi Rohidi Penerjemah). Jakarta: Universitas Indonesia Press.
- Malaysia. (2004). Menjadi Kepala Sekolah Profesional, Bandung: Remaja Rosda Karya.
- Prasety, I. (2022). Educational Administration : Theory, Research and Practice. Medan, UMSU Press